

# **JEFFERSON COUNTY HUMAN RESOURCES DEPARTMENT**



## **2014 Annual Report**



**The Jefferson County Human Resources Department** is pleased to provide the 2014 Human Resources Annual Report and the opportunity to share an overview of the department's programs, initiatives and accomplishments. The Human Resources Department strives to provide the highest level of public service and reflects this through focusing on our objective to be a customer service focused Team dedicated to being a resource to staff, managers, Board Supervisors and citizens of Jefferson County.

**In June, 2014, Kim Eggers was hired into a newly created position of a full-time Safety Coordinator.** When the Board authored the creation of the Safety Coordinator position, it was a dedication to commit the County to create a culture that takes safety into consideration in everything we do. This has been a collaborative effort between Jefferson County and Walworth County and our two counties share Kim's expertise on a half-time basis, each. During the first six months of having this position, safety audits were conducted, hazards were identified, corrections were either implemented or plans of corrections were made, policies and training plans were started, and goals/plans of action going forward were developed. The cooperation of department heads and employees has been overwhelming. They are genuinely appreciative to have Kim as a resource to guide and direct this change. In a few short months there has been a positive impact made in many areas and departments throughout the County. I look forward to report to you further successes in 2015.

**Other accomplishments/goals that time and efforts were dedicated to include:**

- Successfully implemented a change in the plan design for health insurance, which included being able to remain with the State health plan but switching to a low-deductible plan and the County making a contribution of 25% of the deductible to the County's FSA (Flexible Spending Plan). **There were six educational sessions presented on FSA plans and another 16 Employee Wage and Health presentations to 294 employees.** Administratively, Human Resources processed over 475 applications in a few short weeks to successfully have everyone enrolled in the new plan by January 1, 2015.
- Completed the second stage of an on-line application process. With the assistance of MIS, all applications are either completed on-line or they are scanned and available electronically. The Human Resources department will review all applications and release them to the hiring supervisor(s) if the candidate meets the minimum qualifications. This has reduced the cost of printing each application (in 2014, approximately 2820 applications or \$350 in printing costs plus administrative time to print and file these applications). The hiring supervisor can now view the applications electronically and only print the application for the candidate to be hired.
- Recommended revisions to the Personnel Ordinance, updating over 16 sections.
- Provided training courses on Supervisor Responsibility and other Employment Law issues, including Supervisory FMLA training presented by Human Resources Specialist, Tonia Mindemann.
- Provided a Benefits Fair for all County Employees in October, including arranging for our Health Department to be a provider with the major HMOs in Jefferson County's State Health Insurance Program in order to administer flu shots. There were 126 employees who attended the fair and 78 employees who received the flu shot!

- Scheduled two biometric screenings and Health Risk Assessments, allowing over 100 employees and family members to complete a test that measures blood pressure, body mass index, cholesterol and glucose levels as well as a questionnaire that asks about health history and lifestyle choices. Employees and family members who participated received \$150 taxable incentive pay through their State Health plan.
- Established a policy and procedure manual governing HIPAA for Jefferson County. The manual outlines best practices to ensure compliance with HIPAA regulations, including sample forms, reporting mechanisms and training guidelines.

The remainder of this report highlights information on the “normal and regular” functions of the HR Department, including Recruitment and Retention, Compensation and Benefits, Training and Development, Safety and Health, Employment Law, Employee and Labor Relations, and specific goals for 2015.

Respectfully Submitted,

A handwritten signature in black ink, reading "Terri M Palm". The signature is fluid and cursive, with the first name "Terri" and middle initial "M" being more prominent than the last name "Palm".

Terri M Palm-Kostroski  
Human Resources Director

**PERSONNEL SUMMARY** - The Human Resources Department staff includes: Terri Palm-Kostroski, Human Resources Director; Ellen Braatz, Benefits Administrator; Tonia Mindemann, Human Resources Specialist and Kim Eggers, Safety Coordinator. In addition, Tammie Jaeger, Administrative Secretary, provides administrative assistance whenever possible.

In 2014 the Human Resources Department served over 654 employees and elected officials annually in a variety of functions, summarized in the following sections:

**RECRUITMENT AND RETENTION** - Human Resources supervises and participates in recruitment, interviewing, testing, selection, orientation and evaluations of all employees. In 2014, this included:

- Prepared and placed **73** employment advertisements and job postings, in addition to ads for ongoing recruiting efforts, resulting in **2,820 applicants**.
- Approximately **55** New Employee Orientation sessions were conducted
- **7** 360°-performance evaluations completed, in addition to managing annual evaluations completed on **each** employee
- **74** employees attended new employee orientation
- **98** New Hire reports sent on-line to Wisconsin Department of Workforce Development
- **54** Written Employment verifications were completed
- Administered pre-employment testing to **119** applicants
- Reviewed **518** performance evaluations

<b>Personnel Changes</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
New Hires	89	66	98
Recalled from Layoff	0	0	0
Terminations/resignations	81	82	94
Promotions	6	5	3
Voluntary Demotions	10	6	1
Involuntary Transfers/Demotions or employees bumped due to another employee laid off	0	1	1
Lay-offs resulting in loss of job	2	0	2
Turnover (Terms/average # employees)	<b>15.24%</b>	<b>15.14%</b>	<b>17.01%</b>
Number of employees (December 31)	<b>536</b>	<b>547</b>	<b>558</b>
Full-time Equivalents (FTE)	<b>459.2</b>	<b>470.2</b>	<b>477.62</b>

**COMPENSATION AND BENEFITS** - Human Resources also plans, directs, evaluates and explains the employee benefits program, including Health and Dental insurance, the Wisconsin Retirement System, Voluntary Life and Disability Insurance plans, two Deferred Compensation plans, Section 125b plan, as well as vacation, sick and holiday accruals; researches, evaluates and recommends new benefits, including implementation of new benefits; acts as liaison or plan administrator with various insurance carriers and fosters effective relationships with client representatives. The Human Resources Department coordinated the **SEVENTH** annual Benefits Fair with representatives from a majority of our benefit providers. With the cooperation of the Health Department, a flu clinic was also set up during the benefits fair for employees.

**1. LIFEMATTERS (EAP)**

- Utilization was up from 1.6% to 2.2%
- **11** employees and/or family members and **1** manager/supervisor/HR staff accessed LifeMatters services

**2. RECLASSIFICATIONS**

- **10** requests (affecting **25** employees) processed
- **6** requests were successful (**20** employees affected)

**3. STEP INCREASES**

- **401** employees received pay “step” increases.
- Computed **345** longevity payments, for a total of **\$87,091.45**
- **32** employees received Contingency pay or increase in Contingency pay

**4. SALARY SURVEYS**

- Participated in **6** Salary surveys and EEO (Equal Employment Opportunity) reporting requests

**5. DEFERRED COMPENSATION**

- Coordinated **10** on-site meetings with Nationwide and Wisconsin Deferred Compensation, the County’s two deferred compensation administrators

**6. HEALTH and DENTAL INSURANCE**

- Completed **260** Health and Dental insurance related transactions for employees and family members

**7. WISCONSIN RETIREMENT**

- Enrolled **45** employees into the Wisconsin Retirement System.

**8. ACCRUED BENEFITS**

- **21,841 hours** of sick time used that was NOT covered under FMLA, costing the County approximately **\$608,676**, inclusive of WRS and FICA. This does NOT include lost productivity or overtime. This computes to an average of **46.25** hours PER eligible employee...or nearly **5 3/4** days. In addition, there was **2,141.50 hours of unpaid leave** NOT contributed to voluntary furlough, FMLA or military leave! **THIS EQUATES TO 11.5 FTEs!**

## **TRAINING AND DEVELOPMENT.**

### **Schedule & Location:**

- **Quarterly webinars** – WMMIC presents about twenty 30-minute webinars each quarter on a variety of topics, including *Safety and Environment*, *Human Resources*, *Corrections*, *Law Enforcement* and *Management*.
- **August 14, 2014 – “Bullying in the Workplace”**. A half-day presentation by Attorney Bob Gregg, Boardman Law Firm attended by 15 supervisors.
- **September 24, 2014 – “HIPAA Training”** provided to 15 managers and HIPAA site Privacy coordinators. This was conducted by Boardman Law Firm.
- **October 26, 2014 – “Effective Hiring Practices”**. A full-day presentation by Attorney Kyle Guyla to 6 supervisors.
- **November, 2014 – “Customer Service Essentials”**. A presentation by Empathia was given to 42 employees addressing the necessity of customer service in the public sector.
- **November, 2014 – “Diversity in the Workplace”**. A presentation by Empathia provided to all Human Services and Health department employees.
- **November, 2014 – “Leading a Team”**. A webinar presented to 8 supervisors.

## **SAFETY and HEALTH**

1. **Safety Manual:** Completed review of Highway Department Safety Policies, recommending changes to update information, create safety material based on the policies and conduct training for all affected employees.
2. **Safety Statement for Personnel Ordinance** recommended to Human Resources Director.
3. **Hazard Communication Policy/Global Harmonized System:** Working with all departments to create a master list of active chemicals used by Jefferson County. Obtaining Material Safety Data Sheets and Safety Data Sheets for all chemicals.
4. **Safety Audits** of all departments. Identified opportunities for improvement as related to chemical storage, management and spill containment, personal protective equipment, and provided recommendations to all departments, best practice ideas for equipment and machine pre-use inspections and documented specialized training for equipment.
5. **Accident Investigation Process** updated to identify root cause, short term or long term corrective actions and follow-up training to eliminate workplace injuries and repeat accidents.
6. **Develop a Contractor Safety Policy / Agreement** to assure that all contractors and their representatives follow Jefferson County safety policies and assure that contractor employees and their representative follow all applicable State and Federal Regulatory Policies and Procedures to protect employees and the environment.

## **EMPLOYMENT LAW**

- **Americans with Disability Act and Americans with Disability Act Amendments.** Ensure compliance with the Federal and Wisconsin regulations governing Disabilities in the Workplace. Assisted in **17** reasonable accommodations for employees.
- **COBRA.** Complied with **98** Cobra notifications.
- **Fair Labor Standards Act (FLSA).** The FLSA establishes minimum wage, overtime pay, recordkeeping, and child labor standards affecting full-time and part-time workers in the private sector and in Federal, State, and local governments. **The Human Resources department manages employee time-keeping system and ensures accurate time-entry into payroll/HR system.**
- **Family Medical Leave Act (FMLA).**
  - **123** employees used their protected rights under Federal and/or State FMLA.
  - **18,841 hours** of protected FMLA leave was used, slightly more than **9.00 FTE!**
- **Harassment and Discrimination laws.** Investigated **9** harassment/unfair practice complaints.
- **HIPAA (Health Information Portability and Accountability Act).** Ensure compliance with new regulations as it pertains to employee's health, dental, and the LifeMatters (Employee Assistance Program). Conducted **2** concerns of breaches that were both unfounded.
- Attended **1 unemployment** hearing by telephone.
- **Uniformed Services Employment and Reemployment Rights Act (USERRA).**
  - **4** employees were on Military leave at some point in 2014.
- **Workers Compensation.** Administers and coordinates back-to-work programs and assists with investigations to prevent Workers Compensation fraud.
  - Received and managed **21 Reportable** First Report of Injury forms.
  - **97 days** of missed work involving **2** cases of employees
  - **29** days of light duty or restricted duty.

**EMPLOYEE AND LABOR RELATIONS** - Human Resources participates in labor negotiations with Jefferson County's Law Enforcement Union also taking a lead in investigations of grievances and complaints.

- **3** grievances received
- **1** grievance arbitrations filed. All settled either prior to or in mediation process
- **16** disciplinary investigations completed
- **16** changes to the Personnel Ordinance Handbook



## **GOALS FOR 2015**

1. Create electronic position descriptions and performance evaluations that accesses one data base and eliminates duplicate of entry. As the Human Resources Department completes updating over 220 job descriptions, data will be entered into a system that both job descriptions and performance evaluations can automatically be created/distributed.
2. Complete the third stage of an on-line application process. Applicants can now apply on line (first stage) and HR and supervisors can review and screen applicants on-line (second stage). The next stage is to track which candidates were interviewed and to have letters thanking them for applying and/or interviewing be automatically sent out via email or printed if no email address is provided.
3. Instill a Countywide culture that includes safety and remain compliant with current and new Safety Regulations. This will include developing an on-going training program for new and current employees, have the County's MSDS/SDS program electronically managed, conduct a follow-up safety audit in time to prepare for necessary expenses for 2016 (i.e. flammable cabinets, spill containment; respirator fit testing, Lock Out Tag Out equipment) and work with the Highway Department as they get ready to move into new facility to ensure safety requirements are met, such as floor markings, first aid / AED, chemical safety, lock out tag out.
4. HIPAA Compliance and Training. With the completion of a HIPAA Privacy audit in 2013 and Privacy policies and procedures developed in 2014, the opportunity to provide a training program to all employees involved with HIPAA compliance will be essential.
5. Recruitment in Human Resources Department. With a pending retirement in the department in 2015, the search for assistance will begin later in 2015. We are fortunate that she will stay part-time for a few months, which will help with the transition with a new staff.
6. Develop a new supervisor orientation program. One of the greatest challenges of new supervisors is to know and understand the County's specific policies. Human Resources will work on coordinating a training program and presentations to develop skills crucial in leadership and successful management.
7. Continue to support the Employee Recognition team and develop a program recognizing employee achievements and promoting a positive workplace.